

# Arizona Department of Administration

Arizona Strategic Enterprise Technology

FY 2017 - FY 2019

Statewide  
Strategic IT Plan



ADOA

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**Morgan Reed**

Assistant Director & State CIO  
ADOA – ASET

*“Now is the time for us to be innovative and efficient by finding ways to achieve more with less”*

## From the Desk of the CIO

In 2016, The Arizona Strategic Enterprise Technology (ASET) division of ADOA is at an exciting and expansive stage of development. In an effort to guide this next stage of growth, the executive team conducted a major planning process and sought input from a broad range of interested parties including staff and external stakeholders. From this process we developed the FY'2017 - FY'2019 strategic plan. At its core, the plan outlines specific goals and initiatives that pave the way toward becoming the leader of technology and the hub of exceptional customer service. It outlines a focused direction for maximizing our effectiveness, better informing decision-makers and educating technology executives throughout state government.

Now is the time for us to be innovative and efficient by finding ways to achieve more with less. I believe that two major government trends are influenced by the needs of our customers. These are the expectations of exceptional service at all levels of government and the desire for a consistent user experience across the enterprise which is faster, more cost effective and easier to use. Through maximizing on-line capabilities, offering increased mobile applications and other innovative solutions we are able to more effectively and efficiently provide new and

improved services. Our plan will allow us to remain focused on the strategic direction and accomplish our vision together to meet the demands of our customers.

This plan was developed at a time of great momentum and prioritizes our next steps in identifying how ASET will continue moving, changing and growing. Therefore, it is our intent to evaluate and update this plan annually, allowing the division to review and adjust to necessary and ever-changing conditions. As ASET evolves, its needs and priorities may shift but this plan will serve as an evergreen agent for change.

It is my pleasure to walk with you down this road as your State Chief Information Officer.

A handwritten signature in black ink, consisting of a large, stylized 'M' followed by a series of loops and a horizontal line extending to the right.

Morgan Reed  
Assistant Director & State CIO  
Arizona Department of Administration (ADOA)  
Arizona Strategic Enterprise Technology  
(ASET) Office

## A Quick Look Back:

*During the past year ADOA-ASET continued to build upon the foundations laid by the previous administration and reached many significant milestones through our people, processes and technology.*



## People

Several statewide initiatives were undertaken to engage our employees and give them opportunities for continuing education.

- Conducted statewide cyber exercises with participation of the Department of Emergency and Military Affairs, Department of Homeland Security, the FBI and 39 state agencies.
- Provided a training portal for employees which enabled staff to complete nearly 4,600 hours of training.
- The Project Management Center of Excellence grew to over 250 Project Managers representing over 50 state agencies and political subdivisions who actively participated in meetings, training events and our inaugural Statewide Project Management Symposium.
- Created a new Enterprise Business Engineering team to act as the primary point of contact between ADOA-ASET and our customers.



*Governance,  
combined with lean,  
efficient and mature  
processes are critical  
components of  
delivering value to  
our customers*



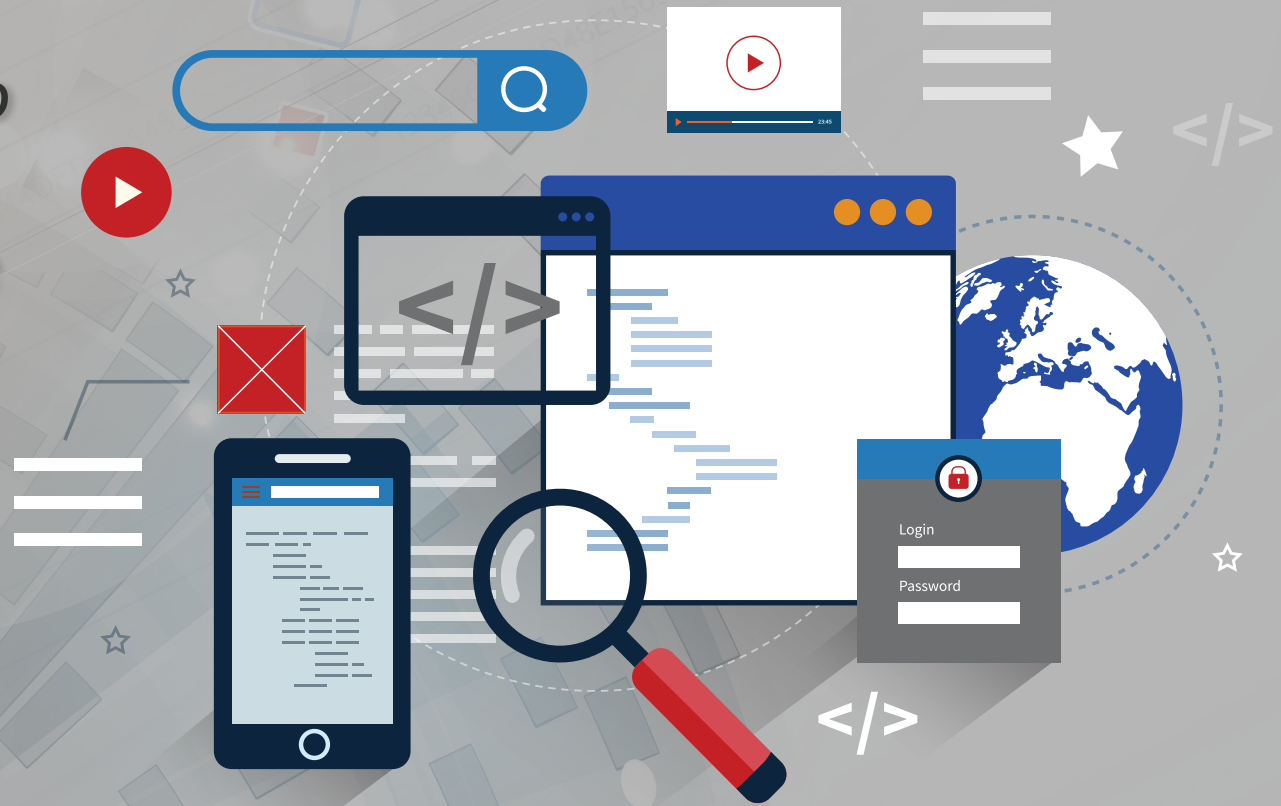
## Process

Governance, combined with lean, efficient and mature processes are critical components of delivering value to our customers.

- Completed and published nearly 30 new and updated statewide security and IT policies and supporting standards. Our program included implementation and training classes for state agencies.
- Streamlined the Project Investment Justification (PIJ) process and developed a new process for less complex PIJ requests.

- Completed a contract vehicle that enables all 17 jurisdictions to secure managed services to migrate to the Next Generation 911 digital/IP network at the lowest possible cost.
- Facilitated and funded enterprise security assessments for 6 data centers, web applications for 9 agencies, and web payment portals. These security assessments allowed us to identify and mitigate gaps.
- Supported the State Procurement Office (SPO) in negotiation of improved and cost effective statewide contracting with critical IT and security vendors.

*ADOA-ASET continued to build and launch new capabilities to modernize our infrastructure, move services to the cloud and refresh our communications systems*



## Technology

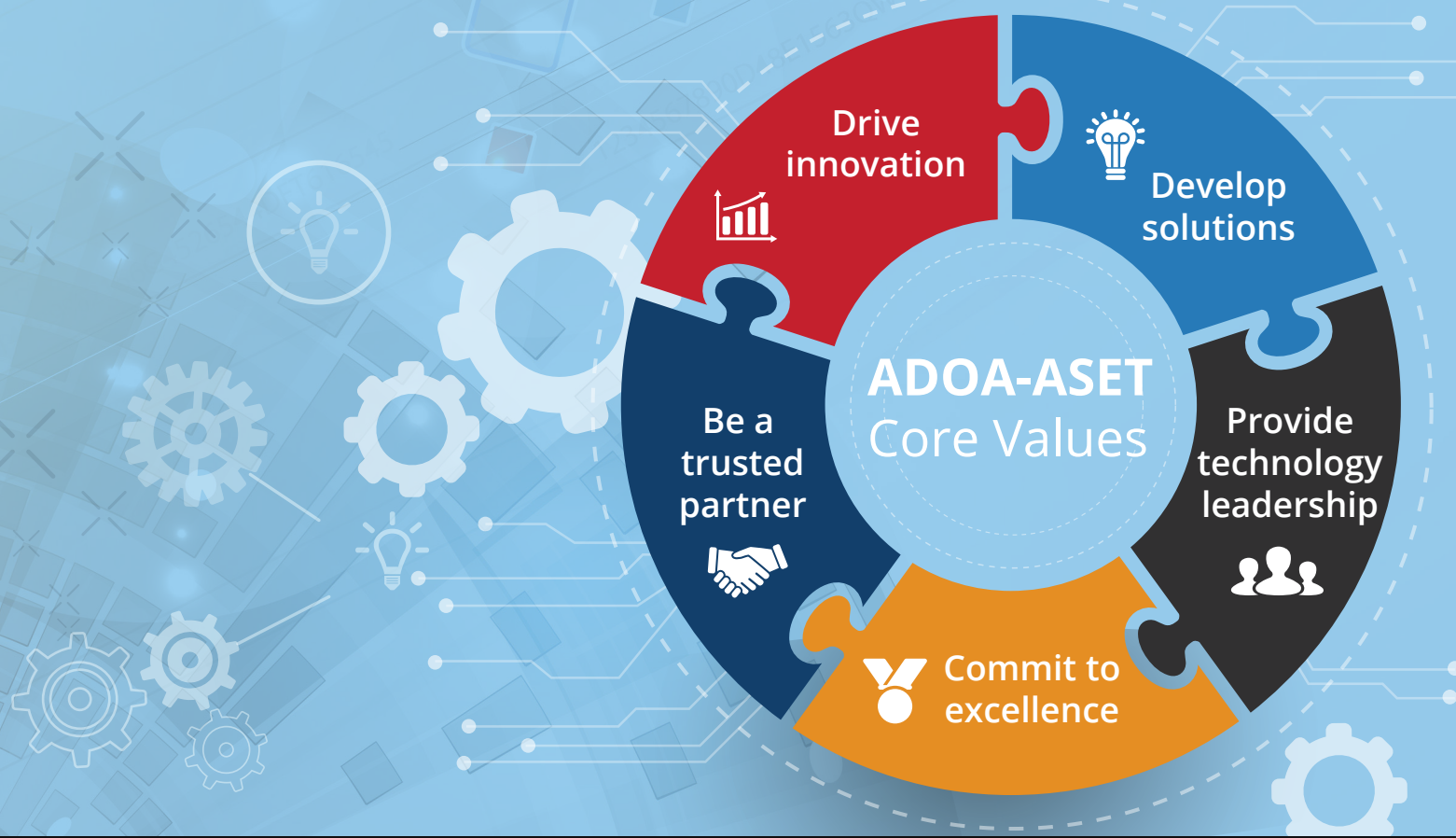
ADOA-ASET continued to build and launch new capabilities to modernize our infrastructure, move services to the cloud and refresh our communications systems.

- Launched Arizona's Enterprise Services Platform (AESP), the next generation of computing and data sharing for the state.
- Converted and launched 100 agency web sites on the Drupal platform, providing agencies with powerful content management tools that can be accessed by a full range of mobile devices, and added powerful payment processing capabilities to our web platform.
- Refreshed more than 38,000 agency voice over IP (VOIP) telephone handsets and local area network (LAN) equipment

providing more than 64,000 ports. Migrated 87 diverse and aging call centers to a single enhanced platform. The entire Capitol Mall upgrade is now complete.

- Made major improvements to the State Data Center (SDC), including two heavy-duty Uninterruptible Power Supplies (UPS) that eliminated a long-standing single point of failure and increased the SDC power capabilities.
- Developed the Business One-Stop website, a directory that assists businesses and individuals in gathering regulatory requirements and obligations for growing, moving or starting a business.

# ADOA-ASET Vision, Mission and Values



## Vision

Become the information technology leader for Arizona government, providing innovative and transformative services.

## Mission

To deliver forward thinking and secure IT solutions to state agencies through the expertise of a passionate and skilled workforce committed to superior customer service.

---

*It's not about ADOA-ASET,  
it's about the **customer***

*It's not about the provider,  
it's about the **services***

*It's not about the cost,  
it's about the **value***

---



*Six key strategic goals that provide the foundation to execute our vision*



## Executive Summary

The strategic plan is built around six key strategic goals that provide the foundation to execute our vision. Each of these six goals have clearly defined initiatives, action plans and Key Performance Indicators (KPIs) to measure our progress and success. Each goal is managed by an executive staff member and as a team we are accountable for the successful delivery of this strategic plan. In addition to these strategic goals, we will continue to 'run the business' by supporting our agency partners through our existing service offerings.

### **FY'2017 - FY'2019 Key Strategic Goals:**

- Build a world-class IT organization
- Execute statewide technology roadmap
- Optimize service delivery
- Secure the enterprise
- Deliver transformative technologies
- Strengthen delivery capabilities



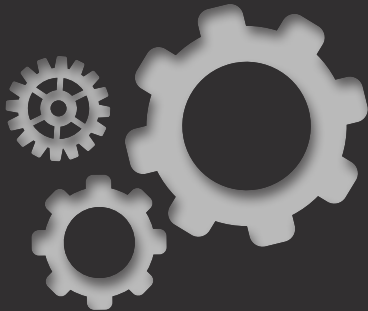
## FY'2017 - FY'2019 Strategic Goals: Overview

| Group      | Initiative   | FY17 |    |    |    | FY18 |    |    |    | FY19 |    |    |    |
|------------|--|------|----|----|----|------|----|----|----|------|----|----|----|
|            |  | Q1   | Q2 | Q3 | Q4 | Q1   | Q2 | Q3 | Q4 | Q1   | Q2 | Q3 | Q4 |
| CIO        | Build a world-class IT organization                    |      |    |    |    |      |    |    |    |      |    |    |    |
| CSO        | Establish & Execute Statewide Technology Roadmap       |      |    |    |    |      |    |    |    |      |    |    |    |
|            | Technology roadmap governance                          |      |    |    |    |      |    |    |    |      |    |    |    |
|            | Roadmap development (annual)                           |      |    |    |    |      |    |    |    |      |    |    |    |
|            | Roadmap deployment (annual)                            |      |    |    |    |      |    |    |    |      |    |    |    |
| COO & CMS  | Optimize Service Delivery                              |      |    |    |    |      |    |    |    |      |    |    |    |
|            | Enhance core competencies                              |      |    |    |    |      |    |    |    |      |    |    |    |
|            | Develop optimized ASET service support strategy        |      |    |    |    |      |    |    |    |      |    |    |    |
|            | Sunset legacy services                                 |      |    |    |    |      |    |    |    |      |    |    |    |
| Security   | Secure the Enterprise                                  |      |    |    |    |      |    |    |    |      |    |    |    |
|            | Advanced endpoint protection                           |      |    |    |    |      |    |    |    |      |    |    |    |
|            | File integrity management                              |      |    |    |    |      |    |    |    |      |    |    |    |
|            | Enterprise directory service                           |      |    |    |    |      |    |    |    |      |    |    |    |
|            | Update and publish statewide IT policies and standards |      |    |    |    |      |    |    |    |      |    |    |    |
|            | State cyber security exercises                         |      |    |    |    |      |    |    |    |      |    |    |    |
| CTO        | Deliver Transformative Technologies                    |      |    |    |    |      |    |    |    |      |    |    |    |
|            | Enterprise mobility                                    |      |    |    |    |      |    |    |    |      |    |    |    |
|            | Big data strategy                                      |      |    |    |    |      |    |    |    |      |    |    |    |
|            | Enterprise email                                       |      |    |    |    |      |    |    |    |      |    |    |    |
|            | Procurement  |      |    |    |    |      |    |    |    |      |    |    |    |
|            | Human Capital Management modernization                 |      |    |    |    |      |    |    |    |      |    |    |    |
| Governance | Strengthen Service Delivery Capabilities               |      |    |    |    |      |    |    |    |      |    |    |    |
|            | IT governance model                                    |      |    |    |    |      |    |    |    |      |    |    |    |
|            | IT service management model                            |      |    |    |    |      |    |    |    |      |    |    |    |
|            | IT asset & configuration management solution           |      |    |    |    |      |    |    |    |      |    |    |    |

*We need people with a positive attitude, skills and experience that will align with our culture and values*



## **Goal 1: Build a World-Class IT Organization**



In order to execute our vision and support the mission, we need people with a positive attitude, skills and experience that will align with our culture and values. We will do that by developing our current employees through training, coaching, and professional development. In addition, we will hire the right people to fill the talent gaps as we build our capabilities.

*Owner: Chief Information Officer (CIO)*



## 1.1 Attract, develop and retain talent to meet strategic goals

Owner: Chief Information Officer (CIO)

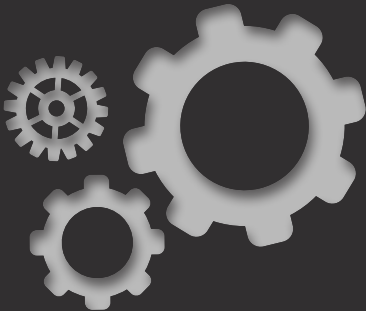
- Job fit assessment
- Bench strength assessment
- Talent inventory
- Enable a culture of continuous improvement
- Leverage engagement survey results

| KPI - % complete                                       | Q1- FY'17<br>Sep-30'16 | Q2- FY'17<br>Dec-31 '16 | Q3- FY'17<br>Mar-31 '17 | Q4- FY'17<br>Jun-30 '17 |
|--|------------------------|-------------------------|-------------------------|-------------------------|
| Assess Job Fit   | 50%                    | 75%                     | 100%                    | --                      |
| Assess Bench Strength                                  | 50%                    | 75%                     | 100%                    | --                      |
| Perform Talent Inventory                               | 50%                    | 75%                     | 100%                    | --                      |
| Enable Continuous Improvement Culture                  | 100%                   | --                      | --                      | --                      |
| Develop action plans against engagement survey results | 100%                   | Ongoing                 | Ongoing                 | Ongoing                 |

*Enable the State  
to deliver  
exceptional  
services in the  
future*



## **Goal 2: Establish and Execute Statewide Technology Roadmap**



The ASET technology roadmap is a unified plan resulting from a collaborative effort between ASET and State agencies to identify common technology drivers that would enable AZ Government to deliver exceptional services in the future. The technology roadmap will also include preliminary deployment plans to enable the successful launch of new technologies. As with any long term plan, successful procurement of funding will play a critical role in execution.

*Owner: Chief Strategy Officer (CSO)*



## 2.1 Technology Roadmap Governance

Owner: Chief Strategy Officer (CSO)

- Meet with key stakeholders and identify steering committee membership
- Establish governance model and structure
- Obtain committee approval

| KPI - % complete   | Q1- FY'17<br>Sep-30'16 | Q2- FY'17<br>Dec-31 '16 | Q3- FY'17<br>Mar-31 '17 | Q4- FY'17<br>Jun-30 '17 |
|--|------------------------|-------------------------|-------------------------|-------------------------|
| Identify steering committee membership                                   | 100%                   | --                      | --                      | --                      |
| Establish governance model   | 100%                   | --                      | --                      | --                      |
| Define scope of statewide roadmap and obtain steering committee approval | --                     | 100%                    | --                      | --                      |

## 2.2 Develop roadmap (Annual)

Owner: Chief Strategy Officer (CSO)

- Meet with subject matter experts
- Assess gaps, select favored scenarios, establish methodology for prioritizing needed technologies and identify barriers
- Approve and publish roadmap

| KPI - % complete | Q2- FY'17<br>Dec-31 '16 | Q2- FY'18<br>Dec-31 '17 | Q2- FY'19<br>Dec-31 '18 | Q2- FY'20<br>Dec-31 '19 |
|------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| FY 2017 Roadmap  | 100%                    | --                      | --                      | --                      |
| FY 2018 Roadmap  | --                      | 100%                    | --                      | --                      |
| FY 2019 Roadmap  | --                      | --                      | 100%                    | --                      |



## 2.3 Deploy roadmap (Annual)

Owner: Chief Strategy Officer (CSO)

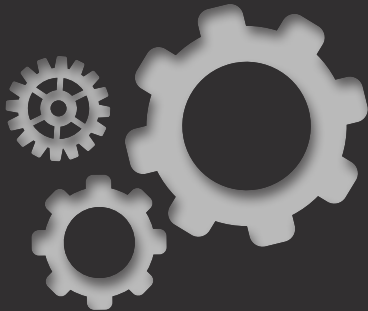
- Define action items to close gaps
- Set priorities and timelines
- Communication plan to promote adoption of roadmap
- Define initiatives and projects to implement roadmap
- Develop budgets and address budget issues
- Develop monitoring metrics, methodology and tools

| KPI - % complete         | Q4- FY'17<br>Jun-30 '17 | Q4- FY'18<br>Jun-30 '16 | Q4- FY'19<br>Jun-30 '16 | Q4- FY'20<br>Jun-30 '16 |
|--------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| FY 2017 Roadmap Deployed | 100%                    | --                      | --                      | --                      |
| FY 2018 Roadmap Deployed | --                      | 100%                    | --                      | --                      |
| FY 2019 Roadmap Deployed | --                      | --                      | 100%                    | --                      |

*Assess ASET's core competencies that fit our business model and align against our customer's requirements*



### **Goal 3: Optimize Service Delivery**



The objective is to assess ASET's core competencies that fit our business model and align against our customer's requirements. This will result in providing outstanding services based on our strengths and the opportunity to identify and fix capability gaps through exploring options for public-private partnerships, and divest from services that do not fit our business model.

*Owner: Chief Operations Officer (COO) and Chief of Managed Services (CMSO)*



### 3.1 Enhance core competencies

Owner: Chief Operations Officer (COO) and Chief of Managed Services (CMSO)

- Analyze current competencies and develop plan for improvement
- Implement plan to enhance core competencies

| KPI - % complete                          | Q1- FY'17<br>Sep-30'16 | Q2- FY'17<br>Dec-31 '16 | Q3- FY'17<br>Mar-31 '17 | Q4- FY'17<br>Jun-30 '17 |
|---|------------------------|-------------------------|-------------------------|-------------------------|
| Develop plan to enhance core competencies | --                     | 50%                     | 100%                    | --                      |
| Implement plan                            | --                     | --                      | 50%                     | 100%                    |

## 3.2 Develop optimized ASET service support strategy

Owner: Chief Operations Officer (COO) and Chief of Managed Services (CMSO)

- Determine current total cost of ownership (TCO) for each portfolio/item
- Issue (RFI/RFP/Task orders) for services and service support and determine TCO for external provider options
- Assess internal vs. external approach
- Partner with vendor community to offer services for non-core competencies or enhance internal core competencies

### KPI - % complete

| Q1- FY'17<br>Sep-30'16 | Q2- FY'17<br>Dec-31 '16 | Q3- FY'17<br>Mar-31 '17 | Q4- FY'17<br>Jun-30 '17 | Q1- FY'18<br>Sep-30 '17 |
|------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|------------------------|-------------------------|-------------------------|-------------------------|-------------------------|

|   |     |     |     |     |      |
|---|-----|-----|-----|-----|------|
| Determine current (TCO) for each portfolio/item | 20% | 40% | 60% | 80% | 100% |
|---|-----|-----|-----|-----|------|

|  |     |     |     |     |      |
|--|-----|-----|-----|-----|------|
| Issue (RFI/RFP/Task orders) for services and service support and determine TCO for external provider options | 20% | 40% | 60% | 80% | 100% |
|--|-----|-----|-----|-----|------|

|                                       |     |     |     |     |      |
|---------------------------------------|-----|-----|-----|-----|------|
| Assess internal vs. external approach | 20% | 40% | 60% | 80% | 100% |
|---------------------------------------|-----|-----|-----|-----|------|

### 3.3 Sunset legacy services

Owner: Chief Operations Officer (COO) and Chief of Managed Services (CMSO)

- Determine migration strategies and roadmap for services to be divested
- Sunset legacy services

| KPI - % complete | Q1- FY'17<br>Sep-30'16 | Q2- FY'17<br>Dec-31 '16 | Q3- FY'17<br>Mar-31 '17 | Q4- FY'17<br>Jun-30 '17 |
|------------------|------------------------|-------------------------|-------------------------|-------------------------|
|------------------|------------------------|-------------------------|-------------------------|-------------------------|

|                      |     |      |    |    |
|----------------------|-----|------|----|----|
| Migration strategies | 50% | 100% | -- | -- |
|----------------------|-----|------|----|----|

|  |     |      |    |    |
|--|-----|------|----|----|
| Develop roadmap & execute communication strategy | 50% | 100% | -- | -- |
|--|-----|------|----|----|

| KPI - % complete | Q1- FY'18<br>Sep-30 '17 | Q2- FY'18<br>Dec-31 '17 | Q3- FY'18<br>Mar-31 '18 | Q4- FY'18<br>Jun-30 '18 |
|------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|------------------|-------------------------|-------------------------|-------------------------|-------------------------|

|                        |     |     |     |      |
|------------------------|-----|-----|-----|------|
| Sunset legacy services | 25% | 50% | 75% | 100% |
|------------------------|-----|-----|-----|------|



*Protecting the data  
that citizens  
entrust to the  
State of Arizona*

## **Goal 4: Secure the Enterprise**

Protecting the data that citizens entrust to the State of Arizona and preventing data breaches are the primary objectives of the State Information Security and Privacy Office (SISPO). As part of continuing to provide improved security, our first step is to implement a basic set of standardized enterprise security controls for agencies to use to effectively protect state systems and data.

*Owner: Chief Information Security Officer (CISO)*

## 4.1 Advanced endpoint protection

Owner: Chief Information Security Officer (CISO)

- Build agency requirements
- Create implementation design
- Leverage necessary procurement process
- Phased enterprise roll-out

| KPI - % complete             | Q1- FY'17<br>Sep-30'16 | Q2- FY'17<br>Dec-31 '16 | Q3- FY'17<br>Mar-31 '17 | Q4- FY'17<br>Jun-30 '17 | FY'18 |
|------------------------------|------------------------|-------------------------|-------------------------|-------------------------|-------|
| Build agency requirements    | 100%                   | --                      | --                      | --                      | --    |
| Procurement                  | --                     | 80%                     | 100%                    | --                      | --    |
| Create Implementation design | --                     | --                      | --                      | 100%                    | --    |
| Implementation               | --                     | --                      | --                      | 10%                     | 100%  |

| KPI - % complete | Q1- FY'18<br>Sep-30 '17 | Q2- FY'18<br>Dec-31'17 | Q3- FY'18<br>Mar-31 '18 | Q4- FY'18<br>Jun-30 '18 |
|------------------|-------------------------|------------------------|-------------------------|-------------------------|
| Implementation   | 25%                     | 50%                    | 75%                     | 100%                    |

## 4.2 File integrity management

Owner: Chief Information Security Officer (CISO)

- Build agency requirements
- Create implementation design
- Leverage necessary procurement process
- Phased enterprise roll-out

### KPI - % complete

| Q1- FY'17<br>Sep-30'16 | Q2- FY'17<br>Dec-31 '16 | Q3- FY'17<br>Mar-31 '17 | Q4- FY'17<br>Jun-30 '17 | Q1- FY'18<br>Sep-30 '17 |
|------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|------------------------|-------------------------|-------------------------|-------------------------|-------------------------|

### Build agency requirements

|      |    |    |    |    |
|------|----|----|----|----|
| 100% | -- | -- | -- | -- |
|------|----|----|----|----|

### Procurement

|      |    |    |    |    |
|------|----|----|----|----|
| 100% | -- | -- | -- | -- |
|------|----|----|----|----|

### Create Implementation design

|    |     |     |      |    |
|----|-----|-----|------|----|
| -- | 50% | 75% | 100% | -- |
|----|-----|-----|------|----|

### Implementation

|    |    |    |     |      |
|----|----|----|-----|------|
| -- | -- | -- | 10% | 100% |
|----|----|----|-----|------|

### KPI - % complete

| Q1- FY'18<br>Sep-30 '17 | Q2- FY'18<br>Dec-31'17 | Q3- FY'18<br>Mar-31 '18 | Q4- FY'18<br>Jun-30 '18 |
|-------------------------|------------------------|-------------------------|-------------------------|
|-------------------------|------------------------|-------------------------|-------------------------|

### Implementation

|     |     |     |      |
|-----|-----|-----|------|
| 25% | 50% | 75% | 100% |
|-----|-----|-----|------|



## 4.3 Enterprise directory service

Owner: Chief Information Security Officer (CISO)

- Design structure for centralized authentication service
- Migrate Phase 1 agencies
- Implement directory audit tool
- Migrate all remaining agencies

### KPI - % complete

| Q1- FY'17<br>Sep-30'16 | Q2- FY'17<br>Dec-31 '16 | Q3- FY'17<br>Mar-31 '1 | Q4- FY'17<br>Jun-30 '17 | Q1- FY'18<br>Sep-30 '17 |
|------------------------|-------------------------|------------------------|-------------------------|-------------------------|
|------------------------|-------------------------|------------------------|-------------------------|-------------------------|

Design structure for centralized auth. service

|      |    |    |    |    |
|------|----|----|----|----|
| 100% | -- | -- | -- | -- |
|------|----|----|----|----|

Migrate Phase 1 agencies

|     |     |      |    |    |
|-----|-----|------|----|----|
| 75% | 75% | 100% | -- | -- |
|-----|-----|------|----|----|

Implement directory auditing process and solution

|    |     |     |      |    |
|----|-----|-----|------|----|
| -- | 10% | 50% | 100% | -- |
|----|-----|-----|------|----|

Migrate all remaining agencies

|    |    |     |     |    |
|----|----|-----|-----|----|
| -- | -- | 10% | 20% | -- |
|----|----|-----|-----|----|

### KPI - % complete

| Q1- FY'18<br>Sep-30 '17 | Q2- FY'18<br>Sep-30'17 | Q3- FY'18<br>Mar-31 '18 | Q4- FY'18<br>Jun-30 '18 |
|-------------------------|------------------------|-------------------------|-------------------------|
|-------------------------|------------------------|-------------------------|-------------------------|

Migrate all remaining agencies

|     |     |     |      |
|-----|-----|-----|------|
| 25% | 50% | 75% | 100% |
|-----|-----|-----|------|

## 4.4 Publish statewide IT policies and standards

Owner: Chief Information Security Officer (CISO)

- Policy review for revision
- Publish
- Revision and approval from all stakeholders

| KPI - % complete                       | Q1- FY'17<br>Sep-30'16 | Q1- FY'18<br>Sep-30'17 | Q1- FY'19<br>Sep-30'18 | Q1- FY'20<br>Sep-30'19 |
|--|------------------------|------------------------|------------------------|------------------------|
| Publish updated policies and standards | 100%                   | 100%                   | 100%                   | 100%                   |

## 4.5 State cyber security exercises

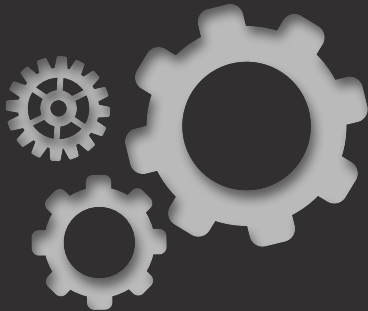
- Security awareness and education
- Cyber exercises

| KPI - % complete  | Q1- FY'17<br>Sep-30'16 | Q2- FY'17<br>Dec-31'17 | Q3- FY'17<br>Mar-31'17 | Q4- FY'17<br>Jun-30'17 |
|---|------------------------|------------------------|------------------------|------------------------|
| Raise awareness and educate employees and state partners on cyber security issues | 25%                    | 50%                    | 75%                    | 100%                   |
| State cyber exercise  | --                     | 50%                    | --                     | 100%                   |

*More transactions  
and processes  
online and support  
mobility for both  
citizens and state  
employees*



## Goal 5: **Deliver Transformative Technologies**



We are embracing 21st century ingenuity to bring more transactions and processes online and support mobility for both citizens and state employees. This can only happen by applying leading-edge technologies that enable greater access, faster responses and timely resolutions. Our objective is to bring an enterprise approach to applications and platforms in order to drive efficiencies and to use analytics to enable faster decisions that benefit the citizens of Arizona.

*Owner: Chief Technology Officer (CTO)*



## 5.1 Explore opportunity for enterprise mobility

Owner: Chief Technology Officer (CTO)

- Evaluate potential application candidates
- Complete proof of concept of mobile app solution

| KPI - % complete                          | Q1- FY'17<br>Sep-30'16 | Q2- FY'17<br>Dec-31 '16 | Q3- FY'17<br>Mar-31 '17 | Q4- FY'17<br>Jun-30 '17 |
|---|------------------------|-------------------------|-------------------------|-------------------------|
| Evaluate potential application candidates | 100%                   | --                      | --                      | --                      |
| Proof of concept                          | 50%                    | 100%                    | --                      | --                      |

## 5.2 Implement framework for enterprise big data strategy

- Establish data governance draft framework
- Select vendor for maturity assessment

| KPI - % complete                      | Q1- FY'17<br>Sep-30'16 | Q2- FY'17<br>Dec-31 '16 | Q3- FY'17<br>Mar-31 '17 | Q4- FY'17<br>Jun-30 '17 |
|---------------------------------------|------------------------|-------------------------|-------------------------|-------------------------|
| Establish data governance framework   | 100%                   | --                      | --                      | --                      |
| Select vendor for maturity assessment | --                     | 100%                    | --                      | --                      |

## 5.3 Migrate all state agencies to a unified, enterprise-class email solution

Owner: Chief Technology Officer (CTO)

- Select email platform
- Pilot with ADOA and select state agencies
- Deploy to all state agencies

| KPI - % complete                          | Q1- FY'17<br>Sep-30'16 | Q2- FY'17<br>Dec-31 '16 | Q3- FY'17<br>Mar-31 '17 | Q4- FY'17<br>Jun-30 '17 | FY'18 | FY'19 |
|---|------------------------|-------------------------|-------------------------|-------------------------|-------|-------|
| Select email platform                     | --                     | --                      | 50%                     | 100%                    | --    | --    |
| Pilot with ADOA and select state agencies | --                     | --                      | --                      | 100%                    | --    | --    |
| Deploy to all state agencies              | --                     | --                      | --                      | --                      | 50%   | 100%  |

## 5.4 Implement electronic procurement system

Owner: Chief Technology Officer (CTO)

- Develop and release RFP
- Vendor selection
- Deploy procurement system

| KPI - % complete | Q1- FY'17<br>Sep-30'16 | Q2- FY'17<br>Dec-31 '16 | Q3- FY'17<br>Mar-31 '17 | Q4- FY'17<br>Jun-30 '17 | FY'18 | FY'19 |
|------------------|------------------------|-------------------------|-------------------------|-------------------------|-------|-------|
| RFP              | 100%                   | --                      | --                      | --                      | --    | --    |
| Vendor selection | 100%                   | --                      | --                      | --                      | --    | --    |
| Deploy           | --                     | 10%                     | 25%                     | 50%                     | 75%   | 100%  |



## 5.5 Implement human capital management modernization solution

Owner: Chief Technology Officer (CTO)

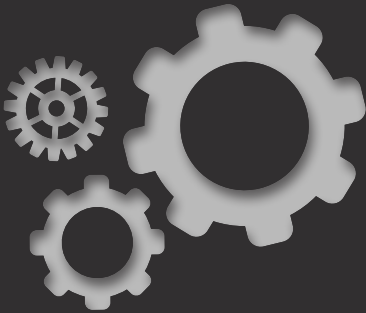
- Develop and release RFP
- Vendor selection
- Deploy core human capital management modernization (Phase 1)
- Full deployment

| KPI - % complete   | Q1- FY'17<br>Sep-30'16 | Q2- FY'17<br>Dec-31 '16 | Q3- FY'17<br>Mar-31 '17 | Q4- FY'17<br>Jun-30 '17 | FY'18 | FY'19 |
|--|------------------------|-------------------------|-------------------------|-------------------------|-------|-------|
| Develop and release RFP                                      | 75%                    | 100%                    | --                      | --                      | --    | --    |
| Vendor selection   | --                     | --                      | 50%                     | 100%                    | --    | --    |
| Deploy core human capital management modernization (Phase 1) | --                     | --                      | --                      | --                      | 100%  | --    |
| Full deployment  | --                     | --                      | --                      | --                      | --    | 100%  |

*Drive business value and enable effective decision making*



## Goal 6: **Strengthen Service Delivery Capabilities**



Establishing a Statewide IT Governance model will enable ASET to drive business value and enable effective decision making common to all our customers. Establishing a service management model will ensure that we have formal processes that support optimal service delivery that results in outstanding customer satisfaction and the ability to exceed service level targets.

*Owner: Deputy CIO*

## 6.1 Implement new IT governance model

Owner: Deputy CIO

- Finalize and publish the IT governance model
- Identify and administer 3rd-party IT governance model diagnostic/survey to gather data
- Review results with stakeholders, identify gaps, owners develop mitigation plans
- Operationalize IT governance model and assess opportunities for continuous improvement

**KPI - % complete**

| Q1- FY'17<br>Sep-30'16 | Q2- FY'17<br>Dec-31 '16 | Q3- FY'17<br>Mar-31 '17 | Q4- FY'17<br>Jun-30 '17 |
|------------------------|-------------------------|-------------------------|-------------------------|
|------------------------|-------------------------|-------------------------|-------------------------|

**Publish governance model implementation plan and maintenance plans**

|    |      |    |    |
|----|------|----|----|
| -- | 100% | -- | -- |
|----|------|----|----|

## 6.2 Implement service management model

- Assign ownership for each service management area
- Process owners produce plan and timelines for improvements in their area with KPIs
- Implement improvements

**KPI - % complete**

| Q1- FY'17<br>Sep-30'16 | Q2- FY'17<br>Dec-31 '16 | Q3- FY'17<br>Mar-31 '17 | Q4- FY'17<br>Jun-30 '17 |
|------------------------|-------------------------|-------------------------|-------------------------|
|------------------------|-------------------------|-------------------------|-------------------------|

**Publish target service management model and mitigation plans**

|     |      |    |    |
|-----|------|----|----|
| 50% | 100% | -- | -- |
|-----|------|----|----|

**Implement improvements**

|    |      |    |    |
|----|------|----|----|
| -- | 100% | -- | -- |
|----|------|----|----|



## 6.3 Implement an IT asset and configuration management solution

Owner: Deputy CIO

- Deploy solution within ADOA managed environment
- Perform asset discovery and establish ADOA managed inventory
- Plan and rollout asset discovery to all executive branch agencies

| KPI - % complete  | Q1- FY'17<br>Sep-30'16 | Q2- FY'17<br>Dec-31 '16 | Q3- FY'17<br>Mar-31 '17 | Q4- FY'17<br>Jun-30 '17 |
|---|------------------------|-------------------------|-------------------------|-------------------------|
| Gather requirements and determine vendor engagement strategy      | --                     | --                      | --                      | --                      |
| Deploy solution within ADOA managed environment                   | 50%                    | 100%                    | --                      | --                      |
| Perform asset discovery and establish ADOA managed inventory      | --                     | 50%                     | 100%                    | --                      |
| Plan and rollout asset discovery to all executive branch agencies | --                     | --                      | --                      | Ongoing                 |

# Arizona Department of Administration

## Arizona Strategic Enterprise Technology

FY 2017 - FY 2019

## Statewide Strategic IT Plan



\*A.R.S. § 41-3504. Powers and duties of the department; violation; classification

**For more information**

visit [aset.az.gov](http://aset.az.gov)